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Command Policy

**374TH AIRLIFT WING (374 AW) EXERCISE
AND INSPECTION PROCEDURES AND
POLICIES**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction establishes responsibilities and guidance for the conduct of 374 AW Operational Readiness and Disaster Preparedness Exercises. It implements AFD 90-2, *Inspector General-The Inspection System*, and AFD 32-40, *Disaster Preparedness*, and expands on the requirements of AFI 90-201, *Inspector General Activities*, PACAFI 90-201, *PACAF Inspector General Inspection Activities*, and AFI 32-4001/PACAF SUP 1, *Disaster Preparedness Planning and Operations*. It establishes policies and procedures for Initial Response Readiness Exercises/Inspections (IRRE/I), Combat Employment Readiness Exercises/Inspections (CERE/I), Major Accident Response Exercises (MARE), and Exercise Evaluation Team (EET) management. This instruction applies to all agencies assigned or attached to the 374 AW in support of contingency operations or disaster preparedness response plans. This publication does not apply to the United States Air Force (USAF) Reserves and Air National Guard units and members.

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This document is substantially revised and must be completely reviewed.

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Chapter 1

GENERAL GUIDANCE

1.1. Overview. Exercises and evaluations are means of measuring the wing's readiness and are mechanisms for improving the wing's emergency and wartime/contingency response. Through them, problem areas can be identified and feedback provided for corrective action. An effective exercise requires adequate preparation, planning and careful tailoring of realistic exercise scenario and evaluation team composition. Design of exercises must be based on factors relevant to mission performance. Observations and findings must be valid and constructive. Reports should identify pertinent problem areas and follow-up actions should be effectively monitored.

1.2. Office of Primary Responsibility (OPR). The 374 AW Inspector General (374 AW/IG), through the Inspections and Exercises Branch (374 AW/IGI), is the OPR for exercises and evaluations conducted in accordance with (IAW) AFI 90-201, AFI 32-4001, *Disaster Preparedness Planning and Operations*, AFI 10-403, *Deployment Planning and Execution*, and PACAFI 90-201. It conducts exercises and evaluation under the authority of the 374 AW Commander (374 AW/CC) and provides the commander with an independent assessment of wing readiness.

1.3. Participation/Exemptions. All 374 AW military personnel and commander-directed civilians must be trained and equipped to perform their wartime mission. Organizations must be able to fulfill assigned Designed Operational Capability (DOC) tasking and support contingency operations in any theater. Active duty personnel may be exempt from exercise play due to permanent change of station (PCS), temporary duty (TDY), medical profile, or convalescent leave. Exempted personnel must have in their possession a copy of PCS/TDY orders, medical profile or leave orders and be prepared to show it to an inspector or evaluator when queried. Commanders are responsible for managing unit TDY and leave schedules to ensure maximum participation in announced exercises.

1.3.1. Prior to each exercise or inspection, each unit will provide to 374 AW/IGI a single-source roster approved by the unit commander of all personnel exempted from exercise play no later than (NLT) start of exercise (STARTEX) minus 2 days. Non-players may be selected to participate on a short-term basis as victims, casualties, patients, or as arriving personnel.

1.3.2. Unit commanders determine whether to recall personnel from leave or TDY for the purpose of exercise participation.

1.4. Types of Exercises and Frequency. Different types of exercises are used to evaluate various aspects of the wing's readiness. They may be announced or no-notice. In each of these exercises, scenarios are designed to present realistic challenges to assess the wing in the following major areas: initial response, employment, mission support, ability to survive and operate and ability to respond to a major accident or to a man-made/natural disaster. 374 AW/IGI develops an annual exercise schedule approved by 374 AW/CC.

1.4.1. IRRE. IRRE evaluates the 374 AW deployment readiness. It requires the wing to quickly transition from routine daily procedures to a wartime mobilization posture. It evaluates the wing's capability to prepare personnel, weapons systems and equipment for contingency operations. IRRE is executed IAW AFI 10-403, AFI 10-403/PACAF SUP 1, *Deployment Planning and Execution*, and the Yokota Air Base (AB) Installation Deployment Plan. Evaluation criteria are IAW AFI 90-201, para-

graph 2.2.4., *Common Core Readiness Criteria (CCRC)*, PACAFI 90-201, and this instruction. Core assessment focuses on validating the accuracy of unit Status of Resources and Training System (SORTS) reporting to meet DOC tasking. Unit Manning Documents (UMD) and Deployment Requirements Manning Documents (DRMD) are also reviewed for accuracy.

1.4.2. CERE. CERE tests the wing's ability to accomplish the mission in a wartime environment. CEREs include high combat sortie rates and 24-hour operations under constant threat of enemy attack. Possible hostile actions against an airbase include conventional, chemical, biological and information warfare attacks through various methods such as ballistic missiles, aircraft, special operations forces or terrorists. Planning and scenario development are based on the wing's and subordinate units' DOC statements. As a minimum, CEREs are conducted semi-annually and are normally planned as three-day exercises.

1.4.3. Operational Readiness Exercise (ORE). ORE combines IRRE and CERE. Elements of all four major graded areas (Command and Control [C2], operations, mission support, Ability to Survive and Operate [ATSO]) may be evaluated at the same time.

1.4.4. MARE. MAREs evaluate the wing's ability to respond to man-made or natural disasters and are conducted at least once every quarter. A MARE may be short- or no-notice exercise, but it is typically scheduled and announced in advance to maximize participation and availability of personnel. A MARE may combine multiple scenarios to fulfill annual requirements. The wing executes the following MARE scenarios at least once a year.

1.4.4.1. Conventional Munitions.

1.4.4.2. Radioactive Materials.

1.4.4.3. HAZMAT Emergency Response.

1.4.4.4. Off-base Deployment.

1.4.4.5. Mass Casualties.

1.4.4.6. Start Times Before/After Normal Duty Hours.

1.4.4.7. Natural Disaster/Severe Weather.

1.4.5. Attack Response Exercises (ARE). Yokota AB is in a designated medium-threat area. AREs are conducted semi-annually implementing YAB OPlan 32-1, *Yokota Air Base Disaster Operations Plan*, BSP 10-404 (Parts 1 and 2), *Yokota Base Support Plan*, and other contingency plans.

1.5. Command Relationships. The 374 AW/CC maintains operational control of all player forces. During wing exercises, the 374 AW/IG has tasking authority as exercise higher headquarters (HHQ). During wing exercises, EET members work directly for the 374 AW/IG until released by 374 AW/IGI or their EET Team Chief.

1.6. Safety. Wing exercises drive a significant increase in the level of unit ops tempo. Fatigue, abnormal duty hours and heat/cold stress all increase the potential for mishaps. Any person may stop specific exercise activity if an unsafe condition or actual emergency occurs. If a safety hazard develops, EET members must immediately take whatever action necessary to prevent injury to personnel or damage to equipment. Should an actual emergency, accident or injury occur, EET team members or participants must immediately contact the appropriate response agency (e.g., hospital, fire department, etc.). Notify IG Work Center

of such occurrences as soon as possible. The IG or designee will suspend the exercise play as required until the situation is resolved. Unit adherence to safety guidelines and procedures are evaluated on all exercises IAW AFI 90-201, paragraph 2.2.4., *CCRC*.

1.6.1. Exercise Emergency Response. Emergency vehicles responding to exercise events must obey all traffic rules and speed limits, and may not use warning lights until on-scene.

1.6.2. Real-world Emergencies. Emergency vehicles/personnel responding to real-world emergencies are exempt from exercise play for the duration of the emergency.

1.7. Security. Readiness exercises provide a unique opportunity for potential adversaries to gain insight into the wing combat capability. Personnel must be particularly vigilant in adhering to Operations Security (OPSEC) and proper security practices during exercises. Any person may intervene in specific exercise activity to protect classified materials or prevent inadvertent disclosure. Notify the Inspection Team Chief and 374th Security Forces Squadron (374 SFS) through the IG Work Center of such occurrences as soon as possible. The Inspection Team Chief will suspend exercise play as required until the situation is resolved. Unit adherence to security guidelines and procedures are evaluated on all exercises IAW AFI 90-201, paragraph 2.2.4., *CCRC*.

1.8. Simulations/Waivers. Exercise simulations must be kept to an absolute minimum. Current Pacific Air Forces Inspector General (PACAF/IG) standard simulations are accessible from the PACAF/IG web site: <https://www.hgpacaf.af.mil/ig/simpacaf.htm>. For new simulations or waivers to existing ones submit requests IAW PACAFI 90-201. Attachment 2 of this instruction shows a sample simulation request letter.

1.8.1. For wing exercises, 374 AW/IGI approves/disapproves requests for waivers.

1.8.2. Units may submit all properly coordinated requests for waivers or simulations to 374 AW/IGI at any time prior to STARTEX-2 hours. Simulations/waivers received after this time may not receive timely attention and will most likely be disapproved.

1.9. Rating. 374 AW/IG evaluates all major areas and sub-areas and determines the ratings based on mission performance, readiness and compliance. The following five-tier rating system is used.

1.9.1. **OUTSTANDING.** Performance or operation **far exceeds mission requirements**. Procedures and activities are carried out in a far superior manner. Resources and programs are very efficiently managed and are of exceptional merit. Few, if any, deficiencies exist.

1.9.2. **EXCELLENT.** Performance or operation **exceeds mission requirements**. Procedures and activities are carried out in a superior manner. Resources and programs are efficiently managed. Relatively free of deficiencies.

1.9.3. **SATISFACTORY.** Performance of operation **meets mission requirements**. Procedures and activities are carried out in a competent manner. Resources and programs are efficiently managed. Minor deficiencies may exist, but do not impede or limit mission accomplishment.

1.9.4. **MARGINAL.** Performance or operation **does not meet some mission requirements**. Procedures and activities are not carried out in an efficient manner. Resources and programs are not efficiently managed. Deficiencies exist that impede or limit mission requirements.

1.9.5. UNSATISFACTORY. Performance or operation **does not meet mission requirements**. Procedures and activities are not carried out in an adequate manner. Resources and programs are not adequately managed. Significant deficiencies exist that preclude or seriously limit mission accomplishment.

1.10. Exercise Planning. 374 AW/IGI and the wing's EET forms the exercise planning group which has the main task of designing exercises to support the 374 AW/CC objectives. Exercise planning should embody the "train as we fight" concept, emphasize participation and reduce artificialities in order to assess actual abilities and limitations consistent with safety, exercise objectives, security, mission accomplishment and other real-world constraints. Exercise planning starts approximately 4-6 weeks prior to a scheduled exercise and encompasses the following planning aspects.

1.10.1. Defining the Concept. The exercise concept guides and focuses the planning effort. It determines the type, duration and level of exercise play. It identifies the major participants, systems, plans, procedures and activities. It should include a review of results from previous exercises and real-world lessons learned.

1.10.2. Setting the Objectives. The exercise planning group develops specific objectives for each exercise. As a part of this effort, the exercise planning group reviews operational, logistics, support and force protection requirements along with applicable plans, corrective action reports, inspection/evaluation reports, current procedures and commander's guidance. Exercise objectives should also include previously identified deficiencies to assess if they have been resolved.

1.10.3. Designing the Exercise. In designing an exercise, exercise planners should address the required level of play for participants, the extent of role-playing and the level of simulation. It should include a well-thought out scenario (e.g., intelligence scenario) to set the stage and conduct of the exercise. Key events (e.g., Master Scenario Events List [MSEL] items) must be well coordinated and must occur in a logical sequence to ensure realism and that the play supports the exercise objectives. Exercise planners must consider the level of simulation.

1.10.4. MSEL. The MSEL is a compilation of scripted events that depict activities injected during the exercise by EET.

1.10.4.1. The pre-exercise scenario presents a chronological summary of the political, military and economic situation at the STARTEX. The intelligence scenario is general in nature and designed to provide players with an understanding of the situation as it affects their operations during exercise play. The pre-exercise and intelligence scenarios provide the rationale for the MSEL events initiated during active play and are the means to activate plans, policies, procedures and systems for analysis.

1.10.4.2. EET chiefs for each participating unit contribute to the development of the MSEL items, relating each MSEL event to an exercise objective.

1.10.4.3. The actual message, document, phone call script, face-to-face encounter script or other transmission means is called an "input". During exercises, EET members inject inputs according to the flow in the MSEL.

1.10.4.4. To develop MSEL events:

1.10.4.4.1. Review exercise objectives and relevant documents such as; METL, DOC, OPLAN, AFI 90-201, and PACAFI 90-201.

- 1.10.4.4.2. Review background scenario and events matrix.
- 1.10.4.4.3. Create MSEL events from objectives. Events created should cause responses with which to evaluate the objectives.
- 1.10.4.4.4. Determine how to introduce the events into play. It should correspond to how the events would occur under real-world conditions. Coordinate events with other EET members of organizations that it will affect.
- 1.10.4.4.5. Determine who would most logically cause or report the events. Ideally, the EET member from the unit experiencing the simulated incident should inject the input.
- 1.10.4.5. During exercise planning, the planning group will:
 - 1.10.4.5.1. Develop and sequence the MSEL events to produce the desired activities.
 - 1.10.4.5.2. Ensure desired activities are acceptable to the affected agencies and the MSEL events are adequate to cause the desired activities.
 - 1.10.4.5.3. Coordinate proposed MSEL events to make desired activities plausible.
 - 1.10.4.5.4. Identify the individual or EET member who injects the MSEL event.
 - 1.10.4.5.5. Assign point of contacts (POC) to prepare events.
- 1.10.4.6. MSEL events should be submitted to 374 AW/IGI during exercise planning but NLT one week prior to the exercise to ensure sufficient time for proper coordination. Exercise proper handling to ensure confidentiality and limited disclosure to trusted agents and/or EET members. MSEL events must include as a minimum:
 - 1.10.4.6.1. Day of execution.
 - 1.10.4.6.2. Time of execution.
 - 1.10.4.6.3. Title.
 - 1.10.4.6.4. Description of event and objective.
 - 1.10.4.6.5. OPR (unit).
 - 1.10.4.6.6. Killed in Action (KIA) (if any).
 - 1.10.4.6.7. Wounded in Action (WIA) (if any).
 - 1.10.4.6.8. Coordinating units required (if any)

Chapter 2

EET

2.1. Overview. The EET has the primary role of providing the 374 AW/CC with an independent assessment of wing readiness. In this role, EET members must embrace the role of “honest brokers” as they craft the exercise schedule of events and evaluate unit performance. Compliance with standards set in various directives constitutes the core guideline for EET evaluation. The EET has the secondary role of supporting wing efforts to improve wartime readiness and response capabilities by providing training opportunities to players. To achieve this, EET members must carefully balance the need to allow players to work through the problems in the exercise scenario, with the responsibility to identify flaws in the processes and errors in the execution. Exercise planning should include specific, quantifiable and achievable objectives that address these two areas.

2.2. Authority and Management. The 374 AW/IGI serves as the wing EET Chief and has the overall responsibility of overseeing the management of the EET program. He/she determines the composition of, coordinates training for, provides tasking to and directs the conduct of the EET. The EET is charged with assisting the 374 AW/IGI in all aspects of exercise scenario development, execution, evaluation and reporting.

2.3. Composition and Requirements. The EET consists of qualified and experienced personnel drawn from various functional areas and organizations within the wing. It serves as a pool of personnel used to plan, develop, conduct, evaluate and report on local exercises. [Table 2.1.](#) provides the minimum number required from each wing unit and staff agency. Units are encouraged to appoint alternate members should the primary be unavailable to perform EET functions.

2.3.1. Unit commanders and Wing Staff Agency (WSA) chiefs should select their EET members based on their experience and ability to conduct an independent professional assessment of the unit capability. Selected individuals should have at least one year of retainability prior to date of eligible for return from overseas (DEROS) and should plan to serve as an EET member for a minimum of one year. EET members must be cleared to SECRET as a minimum.

2.3.2. Commanders must ensure sufficient EET manning to cover a 24-hour exercise schedule and that EET members are available for EET duty during exercises. EET members cannot be dual-tasked as players or held responsible for non-EET duties during exercises.

2.3.3. Unit commanders and WSA chiefs must identify their unit EET members to 374 AW/IGI through official appointment letters (see [Attachment 3](#) for sample format). Any required changes to EET personnel must be identified in a new letter forwarded to 374 AW/IGI 10 days prior to the required changes.

2.3.4. Organizations tasked to provide more than one EET member must identify a team chief to be directly responsible for his or her team members and to serve as the main POC.

Table 2.1. Minimum EET Composition (Alternate team members not included).

Line	Agency/Unit	No. of Appointees	Line	Agency/Unit	No. of Appointees
1	374th Airlift Wing (374 AW)		3.3	Maintenance Operations (MXO)	2
1.1	Command Post (CP)	2	4	374th Mission Support Group (374 MSG)	
1.2	Chaplain (HC)	2	4.1	Civil Engineer Squadron (CES)	8
1.3	Judge Advocate (JA)	2	4.2	Communications Squadron (CS)	4
1.4	Plans and Programs (XP)	2	4.3	Mission Support Squadron (MSS)	2
1.5	Public Affairs (PA)	2	4.4	Security Forces Squadron (SFS)	4
1.6	Safety (SE)	4	4.5	Services Squadron (SVS)	2
1.7	Comptroller Squadron (CPTS)	2	4.6	Logistics Readiness Squadron (LRS)	5
2	374th Operations Group (374 OG)		4.7	Contracting Squadron (CONS)	2
2.1	Standardization/Evaluation (OGV)	4	5	374th Medical Group (374 MDG)	8
2.2	374th Aeromedical Evacuation (374 AES)	3	6	AF Office of Special Investigations (AFOSI)	2
2.3	30th Airlift Squadron (30 AS)	2	7	United States Forces, Japan (USFJ)	2
2.4	36th Airlift Squadron (36 AS)	3	8	Defense Finance & Accounting Service (DFAS)	2
2.5	374th Operation Support Squadron (374 OSS)	7	9	DET 2, PACAF Air Postal Squadron (PACAF AIRPS)	2
2.6	459th Airlift Squadron (459 AS)	2	10	DET 10, Air Force News	2
3	374th Maintenance Group (374 MXG)		11	Defense Courier Service (DCSS)	2
3.1	Quality Assurance (MXQ)	7	12	730th Air Mobility Squadron (730 AMS)	4
3.1	Maintenance Squadron (MXS)	2	13	5th Air Force (5 AF)	4
3.2	Aircraft Maintenance Squadron (AMXS)	3			

2.4. General Responsibilities. EET members have the distinct role of “honest brokers”. As such, they must perform their EET responsibilities as “trusted agents”. Only EET members appointed IAW para-

graph 2.3. of this instruction and actively supporting the exercise are privy to exercise planning and execution materials (e.g., MSEL, injects, etc.). As trusted agents, EET members are bound not to divulge exercise information to unauthorized personnel to include commanders and WSA chiefs. Trusted agent information cannot be reproduced without the expressed consent of 374 AW/IGI, who has the authority to release trusted agent information outside EET channels.

2.4.1. EET members are the main interface with their respective unit commanders and supervisors. They are responsible for reviewing past exercise/inspection reports and coordinating with their commanders to develop objectives by which to test and evaluate their unit effectiveness.

2.4.2. EET members assist the 374 AW/IGI in developing realistic scenarios to support exercise objectives. They are responsible for developing MSEL events and appropriate inputs to drive exercise play in their respective functional areas. MSEL events must be coordinated with other units that may be affected by the particular event to ensure all players involved execute appropriate realistic responses.

2.4.3. All EET members must ensure they satisfy all required training as identified by 374 AW/IGI. They are required to attend scheduled EET meetings.

2.4.4. All EET members evaluate functional areas IAW AFIs 10-403, 32-4001, 90-201, applicable PACAF supplements, OPlans and checklists. Evaluation reports include the unit's best practices, strengths, areas for improvement, potential findings and general observation on the processes. Reports must be properly validated (see para 5.1.2.) and submitted to 374 AW/IGI in a proper format within two working days after end of exercise (ENDEX).

2.4.5. Specific Duties. A group EET chief must be appointed among the squadron/unit EET chiefs within that group. He/she will serve as main POC for coordinating with 374 AW/IGI on exercise matters (e.g., group exercise objectives, MSEL events, Letters of Instruction (LOI), etc.) within his/her group. The group EET chiefs have the following specific duties.

2.4.5.1. 374 OG EET Chief serves as the central POC for flying operations, airspace, air traffic control and support. He/she ensures the following tasks are accomplished.

2.4.5.1.1. Identify sortie and flying hour factors for exercise planning.

2.4.5.1.2. Prepare Air Tasking Order (ATO) and Airspace Coordination Order (ACO).

2.4.5.1.3. Prepare a list of major commitments or extenuating circumstances that would influence evaluation planning and forward information to 374AW/IGI.

2.4.5.1.4. Ensure tailored exercise scenarios and intelligence summaries are developed for specific exercises.

2.4.5.1.5. Ensure airspace coordination prior to STARTEX.

2.4.5.1.6. Develop air traffic control inputs for the exercise.

2.4.5.1.7. Provide flight evaluation.

2.4.5.2. 374 MSG EET Chief ensures the following tasks are accomplished.

2.4.5.2.1. Develop unexploded ordnance (UXO) exercise inputs.

2.4.5.2.2. Develop nuclear, biological and chemical (NBC) exercise inputs. Evaluate specialized team knowledge and proficiency in using NBC equipment.

2.4.5.2.3. Identify structural conditions that may affect, or may be affected by, the exercise.

2.4.5.2.4. Develop airfield and building damage inputs for exercises as required. Develop airfield damage scenarios for Rapid Runway Repair (RRR) evaluation.

2.4.5.2.5. Develop aircraft crash/fire/rescue scenarios.

2.4.5.2.6. Craft exercise inputs to evaluate Personnel Support for Contingency Operation (PERSCO), airbase ground defense, food service, mortuary affairs, command, control, communication, computers and information (C4I) infrastructure, billeting and shelters.

2.4.5.2.7. Provide inputs for developing Unit Type Code (UTC) deployment sequence and timetables.

2.4.5.2.8. Identify communications factors that may affect, or may be affected by, the exercise.

2.4.5.3. 374 MDG EET Chief ensures the following tasks are accomplished.

2.4.5.3.1. Provide moulage support as required.

2.4.5.3.2. Develop casualty inputs for exercise scenarios.

2.4.5.3.3. Provide injury cards for EET use. Injury cards direct recipients to report to nearest medical facility or Casualty Collection Point (CCP) for processing.

2.4.5.3.4. Identify environmental factors that may affect, or may be affected by, the exercise.

2.4.5.3.5. Develop bio-environmental engineering exercise inputs.

2.4.5.4. 374 MXG EET Chief ensures the following tasks are accomplished.

2.4.5.4.1. Identify potential conflicts in the deployment, generation and launch timetables.

2.4.5.4.2. Develop exercise inputs to evaluate deployment work center functions and maintenance operations.

2.4.5.4.3. Identify maintenance-related issues that may affect, or may be affected by, the exercise.

2.4.5.5. WSA EET Chief ensures the following are accomplished.

2.4.5.5.1. Develop exercise scenario inputs to evaluate Army and Air Force Exchange Service (AAFES) and Defense Commissary Agency (DeCA) personnel, chaplain control center and chaplain on-scene response functions, 374 AW/PA, 374 CPTS, and 374 AW/JA.

2.4.5.5.2. Administer written Law of Armed Conflict (LOAC) tests and provide results to 374 AW/IGI.

2.5. Training. 374 AW/IGI schedules training and maintains training documentation for all EET members.

2.5.1. Initial Training. 374 AW/IGI coordinates with 374 CES Readiness Flight (374 CES/CEX) for initial training of new EET members. In addition, EET members should be familiar with YAB OPlan 32-1, YAB BSP 10-404, Yokota AB Installation Deployment Plan, and other instructions or plans appropriate to their functional areas. When practical, EET team chiefs should pair newly appointed EET with experienced members during exercises.

2.5.2. Ground Burst Simulator (GBS) Training. 374 AW/IGI ensures a sufficient number of EET members are current and qualified in GBS to form a sufficient number of two-person teams to support 24-hour exercise coverage.

2.5.3. Currency. 374 AW/IGI coordinates currency training as required.

2.6. EET Identification Badge . In general, EET members will wear Individual Protective Equipment (IPE) or Mission-Oriented Protective Posture (MOPP) gear during the course of an exercise. Each evaluator must don MOPP 4 at least twice during the exercise and in such a manner as to minimize disruption of evaluator duties. All EET members serving in the capacity of evaluator in an exercise must wear a distinctive EET badge prominently displayed for easy identification. In addition, while wearing IPE, an evaluator must have white masking tape marked “EET” (in black) prominently displayed on the right shoulder flap of the flak vest or right arm (if not wearing a flak vest).

2.7. EET Access. All EET members must be identified on an appropriate Entry Authorization List (EAL) provided by 374 AW/IGI to 374 AW/CC. Players must allow EET members unrestricted access to their areas without compromising basic security. EET must not surreptitiously enter facilities or restricted areas to evaluate security awareness.

Chapter 3

CONDUCT OF AN EXERCISE

3.1. STARTEX. The 374 AW/IG directs the start of an exercise under the authority of 374 AW/CC.

3.1.1. IRRE. STARTEX begins with the delivery of Warning Order to the 374 AW/CC. The Execute Order Date-Time Group (DTG) is the Reference Start Time (RST) for evaluating time compliance. Recall Initiation Time (RIT) is the time that the 374 AW/CC directs general recall. RST and RIT are “For Official Use Only (FOUO)” unless otherwise specified.

3.1.2. CERE. STARTEX is specified in LOI. As the wing is liable for worst-case scenarios, such as airfield attacks at STARTEX, all preparations should be complete prior to the STARTEX.

3.1.3. MARE. STARTEX is specifically tailored to specific exercise scenarios. Exercises may be initiated as wing response, preparations to warning events/messages or as dictated by the exercise scenario.

3.2. LOI. Procedures established in AFI 32-4001 as supplemented must be followed. Additional procedures and tasking are specified in LOIs. 374 AW/IGI issues exercise LOIs at STARTEX for IRRE and prior to STARTEX for CERE. LOIs are addressed to 374 AW/CC, and it is the wing’s responsibility to ensure LOIs are disseminated and specified tasks are accomplished.

3.3. Exercise Scenario Support. 374 AW/IGI is responsible for coordinating with appropriate EET members for ground burst simulation, use of smoke generators, props, casualties (to include moulage), evacuees (for Non-Combatant Evacuation Operation [NEO]), and other simulations to enhance realism during the exercise.

3.3.1. GBSs and Smoke Generators. EET munitions custodian identifies munitions requirements (e.g., GBSs, smoke generators, etc.) and manages the munitions account. Prior to STARTEX the munitions custodian identifies locations for the expenditure of smoke munitions and GBSs, briefs 374 AW/CC and obtains permission to use the munitions. In addition, EET munitions custodian ensures tasked personnel are aware of the location, safety requirements, specific time for employing munitions and are trained in the employment of pyrotechnics and safety requirements associated with the use of munitions. The 374 AW/IGI should submit a 5-year requirement forecast for the following items.

3.3.1.1. DODIC K685, Smoke Pot, MC, M1 (to simulate fires).

3.3.1.2. DODIC 0945, Grenade, Smoke, MIS.

3.3.1.3. DODIC 0930, Grenade, Smoke, UC, AN-M8.

3.3.1.4. DODIC L594, GBS (to simulate detonations of bombs, rockets, mortars and artillery shells).

3.3.2. Casualties. Prior to the exercise the EET members determine the required number of casualties for the exercise. The 374 MDG EET will ensure moulage kits and moulage support is provided for casualty scenarios. Casualties are processed through the CCP and appropriate responses must be implemented to include proper Self-Aid Buddy Care (SABC) techniques and treatment procedures.

3.3.3. Personnel Attrition. The wing is responsible for setting up and manning an attrition center for the duration of the exercise. Players may be attrited for failing to take appropriate actions or to demonstrate a proper sense of urgency during the exercise. Attrited personnel will be issued attrition cards and directed to report to the attrition center as soon as identified. They will be out of action for a specified period of time, typically equivalent to their assigned duty hours. Names of attrited personnel will be provided to supervisors. Attrited personnel may be used for other roles, such as passengers for reception and beddown or as casualties.

3.3.4. Equipment Attrition. Attrited equipment and resources will be tagged to indicate the extent of damage and the recovery time. Equipment may be withheld for the duration of the exercise.

3.3.5. Opposing Force (OPFOR) and Infiltrators. OPFORs and infiltrators play an important role in rendering realism to the exercise play by probing base security and testing security responses and procedures. In the exercise play, safety is of paramount importance. OPFOR and infiltrators must work closely with the EET to render the level of realism required to achieve set objectives.

3.3.6. Simulated Craters. Bomb and rocket craters will be marked on runways, taxiways and parking aprons using chalk markers or traffic cones. Aircraft and vehicles will not be allowed to traverse simulated craters.

3.3.7. Uniform and IPE. On-duty personnel must wear duty uniform (Battle Dress Uniform [BDU] or flight suit) for the duration of exercise. Personnel are required to have both conventional and chemical IPE. Maximum use of training chemical warfare defense ensemble (CWDE) will be stressed. Only 374 AW/CC may direct deviation for wear of uniform and IPE.

3.3.8. Alarm Conditions and MOPP. The standardized alarm signals provide a quick, easy method for communicating attack information. Additionally, MOPP levels establish the minimum amount of individual protection required.

3.3.8.1. The 374 CES/CEX advises on current guidance for wear, carry and appropriate personnel actions for alarm conditions and MOPP levels. The guidance should address actions for conventional and chemical attack actions. Personnel in violation of guidance as dictated by the appropriate alarm condition or MOPP level, or who fail to take adequate personal protective actions are subject to attrition. (See paragraph 3.3.3. of this instruction for attrition procedures.) The 374 OG/CC will develop wear and carry guidance for aircrew during alarm conditions and MOPP levels. Guidance must be IAW PACAF/IG standards and should cover ground and flying operations

3.3.8.2. Alarm signals and MOPP levels may be zone-specific, depending on amount of persistence and vapor hazard detected. Transition between zones at different levels should include clearly marked condition signs, border markings and decontamination sites.

3.3.9. Simulated Weapons/Munitions. The following are acceptable props for simulation.

3.3.9.1. High Explosives (HE). Use irregularly shaped blocks of wood, ranging in size from 1 x 1 inch to 8 x 10 inches, painted in rust color with the letters "HE" stenciled in white.

3.3.9.2. 20mm Ammunition. Use several pieces of aluminum tubing, 7 inches long and 1 inch in diameter.

3.3.9.3. UXO. UXO may be simulated by using either inert munitions supplied by 374 CES/CEX, or other props clearly marked "UXO" or "BOMB". Unless the shape clearly identifies the type of UXO, the class must be identified on the prop.

3.3.9.4. Simulated Small Arms. Models and other gun-shaped props may be used but must be painted completely **RED**.

3.3.10. Communication Outage. Throughout the exercise, various communications systems outage may be simulated. Damage status and instructions will be annotated on damage or destruction label or exercise input cards. Comm-out procedures must be carried out until proper actions have been taken to restore communications. During comm-out affected telephones must be answered with the following: "THIS LINE IS OUT OF SERVICE FOR EXERCISE PURPOSES." Emergency calls must be handled accordingly.

3.4. No-Play Areas. "No-play" areas are areas designated by the commander where assigned personnel do not have to respond to exercise play (e.g., donning of chemical or conventional protective gear).

3.4.1. Generally, the military family housing (MFH) areas, the Child Development Centers (CDC), schools, AAFES facilities, commissary and all facilities manned by tenant units are designated no-play areas.

3.4.2. For specific locations of no-play areas, refer to the latest memorandum to HQ PACAF/IGI on No-Play Area Simulation Request or the appropriate LOI for the current exercise.

3.5. Off-limit Areas. 374 AW/CC will designate off-limit areas. Exercise participants are not permitted to enter any off-limit area during the duration of an exercise. Refer to the current wing rules of engagement (ROE) for specific off-limit areas.

3.6. ENDEX. The 374 AW/IG, with the approval of the 374 AW/CC, will terminate the exercise once objectives are met.

Chapter 4

COMPLIANCE INSPECTIONS

4.1. Concept. Compliance Inspections (CI) are covered under AFI 90-201 and PACAFI 90-201. The IG assesses unit compliance with all directives governing the unit activities to include US federal and host-nation laws, regulatory policies, Department of Defense (DoD), AF and PACAF directives and instructions through published checklists.

4.1.1. Rated Areas. PACAF/IG focuses on the following areas.

4.1.1.1. Common Core Compliance Areas (CCCA) listed in AFI 90-201, Attachment 6.

4.1.1.2. PACAF Mission Performance Checklist (MPC) items listed in PACAF Directories (90-2XX series).

4.1.1.3. AF and PACAF Special Interest Items (SII).

4.1.1.4. MARE and Security Force Exercises

4.1.2. Ratings. The IG uses the five-tier system (see paragraph 1.9. of this instruction) to subjectively rate readiness and compliance for individual units. It uses the three-tier system (In Compliance, In Compliance with Comment, Not in Compliance) when rating SIIs and CCCAs, when CCCAs are not incorporated into the MPCs.

4.2. MPC. MPC expands the CCCA identified in AFI 90-201, Attachment 6, to include other functions essential to mission accomplishment at all levels of a unit. HQ PACAF directorates publish MPC for each functional area. Electronic copies of MPCs applicable to this 374 AW are maintained on the 374 AW/IG Web Page.

4.3. SIIs. During Unit Compliance Inspections (UCI) HQ PACAF/IG conducts inspections on compliance with all current and applicable AF and PACAF SIIs. In addition, at the discretion of the inspection team chief, HQ PACAF/IG may inspect applicable PACAF SIIs during IRRIs, CERIs and Operational Readiness Inspections (ORI). Electronic copies of current and applicable SIIs are accessible on the 374 AW/IG Web Page.

4.4. Other Sources of Information. The following are excellent sources of information to aid in preparation for inspections.

4.4.1. The Inspector General Briefs. This is a periodical published by the USAF IG. It contains pertinent information on safety concerns, security, fraud/waste/abuse and a variety of management programs.

4.4.2. Cross-feed Reports. The 374 AW/IGI provides cross-feed reports to the group commanders and WSA chiefs. These reports provide insights into positive programs and problems identified during IG inspections.

4.5. Responsibilities. The 374 AW/IGI is the POC for wing compliance inspection issues and for all HHQ findings and inspections program items. It is responsible for providing replies and periodic updates to HQ PACAF findings. (See Attachment 6 for sample reply format.)

4.5.1. Group Commanders and WSA Chiefs will:

4.5.1.1. Appoint one primary and one alternate Compliance Inspection Program (CIP) monitor to act as the group/agency POC for the program. Provide names, rank, office symbol, duty phone, and DEROS to 374 AW/IGI. These personnel may be chosen from the already designated EET members.

4.5.1.2. Develop supporting procedures, policies and checklists to help manage the program within their areas of responsibilities.

4.5.2. Group/WSA CIP Monitors will:

4.5.2.1. Answer HHQ and 374 AW inspection/exercise findings for their respective group/agency within the requested suspense date. Forward all replies to 374 AW/IGI IAW **Attachment 5** format.

4.5.2.2. Act as the group/agency primary POC for tracking inspection and exercise findings and corrective actions.

4.5.2.3. Update group commanders or WSA chiefs on status of findings, as required.

4.5.3. Squadron Monitors will:

4.5.3.1. Serve as focal points for their respective squadrons.

4.5.3.2. Provide updates/feedback on unit findings to their respective group CIP monitors.

4.5.3.3. Maintain squadron critical problem area list.

Chapter 5

REPORTS

5.1. Reports/Ratings. All reports must be completed within the time specified in this instruction. All reports must address **strengths, findings and areas for improvement**. Ratings are an assessment of the wing's ability to accomplish its mission. Exercises with an overall rating of Marginal or Unsatisfactory must be re-accomplished within 90 calendar days.

5.1.1. Initial Input. Upon ENDEX, unit/agency EET members must submit their initial observations/inputs to their team chiefs within one working day after ENDEX. Initial reports should address strengths, findings and areas for improvement for all inspected areas. (Refer to [Attachment 4](#) for sample format).

5.1.2. Validated EET Reports. Unit/WSA EET chiefs must compile and validate all findings for their respective areas and submit a final report to 374 AW/IGI within two duty days after ENDEX. Final reports must again address all areas outlined in [Attachment 4](#) and must include appropriate OPRs for each finding. Forward copies of reports to 374 CES/CEX.

5.1.3. Final After-Action Report. The 374 AW/IGI compiles all validated findings and publishes a comprehensive after-action report within five working days after ENDEX. The 374 AW/IG may forego formal after-action reports, in which case a memorandum for record will be maintained by 374 AW/IG to record the type of exercise conducted, time and date of the exercise and the highlights (e.g., basic scenario, participating agencies, outstanding and deficient areas).

5.2. Reply Instructions. All findings and benchmark considerations require a reply. OPRs must provide written replies to 374 AW/IGI within 30 days of the report date. All replies must be coordinated through the group commanders or WSA chiefs for endorsement.

5.2.1. Findings. A finding describes a core problem. Replies must address the basic problem.

5.2.1.1. Each reply should contain enough detail to allow the IG to determine the status of the finding. Include a recommended status (OPEN or CLOSED) for each finding. If corrective action is not complete by the suspense date, describe the actions taken and specify an estimated completion date (ECD). If the finding is beyond the unit's ability to resolve, describe the actions taken to get help.

5.2.1.2. All replies must be formatted according to [Attachment 5](#) and submitted by electronic mail.

5.2.1.3. The 374 AW/IGI will review all replies and make recommendations to the 374 AW/IG on the status of the findings (OPEN or CLOSED). Open findings require a progress report and will be suspended by 374 AW/IGI until closed.

5.2.2. Benchmark Consideration. A benchmark consideration is something worthy of wing-wide attention. A unit may submit appropriate materials (e.g., pictures, diagrams, procedures, checklists, etc.) to 374 AW/IG for evaluation and dissemination.

5.3. Outstanding Performers. EET may nominate no more than 1.5% of a unit's personnel for Outstanding Team or Individual Performers in the final report. EET must have observed the individual(s) during the course of the evaluation and be prepared to provide supporting rationale to 374 AW/IG. Unit EET

chiefs will validate all nominees with the individual's commander and ensure the 1.5% standard is not exceeded. Unit commanders may recommend that EET observe specific individuals as potential Outstanding Performers during the course of evaluation.

MARK E. STEARNS, Colonel, USAF
Commander, 374th Airlift Wing

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 10-403, *Deployment Planning and Execution*
AFI 32-4001, *Disaster Preparedness Planning and Operations*
AFI 90-201, *Inspector General Activities*
AFPD 90-2, *Inspector General – The Inspection System*
PACAFI 90-201, *PACAF Inspector General Inspection Activities*
AFI 32-4001/PACAF SUP 1, *Disaster Preparedness Planning and Operations*
374 AWVA 90-1, *Exercise Evaluation Team Badge*
BSP 10-404, *Yokota Base Support Plan Part 1*
BSP 10-404 (S), *Yokota Base Support Plan Part 2*
YAB OPlan 25-1, *Yokota Air Base Disaster Preparedness Operations Plan*
YAB OPlan 32-1, *Yokota Air Base Disaster Operations Plan*
Yokota Air Base Installation Deployment Plan

Abbreviations and Acronyms

AAFES—Army and Air Force Exchange Service
AB—Air Base
ACO—Airspace Coordination Order
AF—Air Force
ARE—Attack Response Exercises
ATO—Air Tasking Order
ATSO—Ability to Survive and Operate
BDU—Battle Dress Uniform
C2—Command and Control
C4I—Command, Control, Communication, Computers and Information
CCCA—Common Core Compliance Areas
CCP—Casualty Collection Point
CCRC—Common Core Readiness Criteria
CDC—Child Development Center
CERE/I—Combat Employment Readiness Exercises/Inspections

CI—Compliance Inspections
CIP—Compliance Inspection Program
CWDE—Chemical Warfare Defense Ensemble
DeCA—Defense Commissary Agency
DEROS—Date of Eligible for Return from Overseas
DOC—Designed Operational Capability
DoD—Department of Defense
DRMD—Deployment Requirements Manning Document
DTG—Date-Time Group
EAL—Entry Authorization List
ECD—Estimated Completion Date
EET—Exercise Evaluation Team
ENDEX—End of Exercise
FOUO—For Official Use Only
GBS—Ground Burst Simulator
HE—High Explosive
HHQ—Higher Headquarters
IAW—In Accordance With
IPE—Individual Protective Equipment
IRRE/I—Initial Response Readiness Exercises/Inspections
LOAC—Law of Armed Conflict
LOI—Letters of Instruction
MARE—Major Accident Response Exercises
MFH—Military Family Housing
MOPP—Mission-Oriented Protective Posture
MPC—Mission Performance Checklist
MSEL—Master Scenario Events List
NBC—Biological and Chemical
NEO—Non-Combatant Evacuation Operation
NLT—No Later Than
OPFOR—Opposing Force
OPR—Office of Primary Responsibility

OPSEC—Operations Security

ORE—Operational Readiness Exercise

ORI—Operational Readiness Inspection

PCS—Permanent Change of Station

PERSCO—Personnel Support for Contingency

POC—Point of Contact

RIT—Recall Initiation Time

ROE—Rules of Engagement

RRR—Rapid Runway Repair

RST—Reference Start Time

SABC—Self-Aid Buddy Care

SII—Special Interest Item

SORTS—Status of Resources and Training System

STARTEX—Start of Exercise

TDY—Temporary Duty

UCI—Unit Compliance Inspection

UMD—Unit Manning Document

UXO—Unexploded Ordnance

UTC—Unit Type Code

WSA—Wing Staff Agency

Attachment 2**SIMULATION REQUEST**

MEMORANDUM FOR 374 AW/IG

Date

FROM: (Appropriate Group Commander)

SUBJECT: Simulation Request, (Subject of Simulation)

1. TYPE Simulation: Explain here exactly what you want to simulate or be exempt.
2. REQUESTER: Your unit/grade/name/duty phone. This is the person or office to be notified when the request is approved or disapproved.
3. REASON: Brief explanation of why the simulation is required.
4. UTCs: If applicable.
5. INCREMENT NUMBERS/MPNs: If applicable.
6. COST AND/OR IMPACT IF NOT APPROVED: For example, extra expense wasted resources.
7. DEMONSTRATE: State how simulation will be accomplished and whether checklists exist to actually carry out this function.

(Group Commander's Signature Block)

1st Ind, 374 AW/IG

Approved/Disapproved.

CHARLES R. GREENWAY, Col, USAF

Attachment 3**EET APPOINTMENT LETTER**

MEMORANDUM FOR 374 AW/IGI

(Date)

FROM: (Unit Commander/Wing Staff Agency Chief)

SUBJECT: Appointment of Exercise Evaluation Team (EET) Members

1. The following individuals are EET members for this unit:

	Office	Duty	Scty	Restricted Area	Badge	
<u>Name/Rank</u>	<u>Symbol</u>	<u>Phone</u>	<u>Clnc</u>	<u>No.</u>	<u>(Front)</u>	<u>DEROS</u>

(Identify a team chief responsible for his or her team members by placing an asterisk (*) by the name. Also designate primary (P) and alternate (A) members as applicable.)

2. This supersedes my (date) memo/letter, same subject.

(Unit Commander/Wing Staff Agency Chief
Signature Block)

Attachment 4**EET REPORT****BEVERLY MORNING YY-XX
AFTER-ACTION REPORT****ORGANIZATION:** 374 XXX**EET MEMBER:** MSgt John Doe*(NOTE: Use 11-pitch Times New Roman)***A. MAJOR GRADED AREA (e.g. COMMAND AND CONTROL)***STRENGTHS*

CAT/BS was able to fight the war and get critical communication out despite the encumbrance of MOPP 4 for extended periods.

FINDINGS:

The shortfalls and LIMFACs submission process needs attention. Crisis Action TAB 3-5 Receipt of Warning Order 6. A. (2) requires up-channeling of updated shortfalls/LIMFACs to the CAT within 8 hours of receipt of Warning Orders. **(REF:) (OPR: All UDMs and Sqdn/CCs; OCR: 374 AW/XPL)**

AREAS FOR IMPROVEMENT

Some LOI suspense's were not submitted in a timely manner and items destined for the IGI were delivered to the CAT and were not clearly marked as to whom the item was intended.

B. MAJOR GRADED AREA (e.g. MISSION SUPPORT)*STRENGTHS*

Team members showed exceptional knowledge of the ATSO guide and Airman's Manual. Each had tabbed their guides which facilitated quick access to required information during injects.

FINDINGS: NONE*AREAS FOR IMPROVEMENT*

PERSCO team needs to requisition a phone inside their room. They are presently using the phone outside their office area, which takes them away from pertinent information contained on their boards and laptop.

(NOTE: Each major graded area should include all three categories: STRENGTHS, FINDINGS and AREAS FOR IMPROVEMENT. Indicate "NONE" if there is no entry for a category)

OUTSTANDING PERFORMERS: SSgt Tammy L Dunn**OUTSTANDING TEAMS:** Readiness Team

Attachment 5**REPLY TO LOCAL FINDINGS**

BEVERLY MORNING YY-XX
(date) DD MMM YY

(X000) Insert finding here, verbatim from the report. **(REF: AFI XX-XXX) (OPR: 374 XXX/CC)**

374 XXX/CC, (date) DD MMM YY *(This is OPR originated).*

Reply to finding (CLOSED) *(Include all OCRs if applicable)*

OR

Reply to finding (OPEN – ECD: DD MMM YY) *(Include all OCRs if applicable)*

374 AW/IGI, (date) DD MMM YY

(374 AW/IG will indicate concurrence/non-concurrence to reply)

Progress report for (X000)

374 XXX/CC, (date) DD MMM YY *(This is OPR originated).*

(If a finding cannot be "CLOSED" prior to the ECD set by the unit, the OPR will notify 374 AW/IGI in writing as to the status of the finding and indicate a new ECD.)

NOTES:

1. Ensure the **PRIVILEGED DOCUMENT** statement and **"FOR OFFICIAL USE ONLY"** are placed at the bottom of each page. (See example below.)
2. If finding is related to safety, mobility or disaster preparedness, replies must be coordinated with the respective office.
3. OPRs must coordinate their replies with all OCRs.

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Attachment 6**REPLY TO HHQ FINDINGS****374 AW/IRRI***(date) DD MMM YY***(X000)** Insert finding here, verbatim from the report. **(REF: AFI XX-XXX) (OPR: 374 XXX)**

374 AW/CC, *(date) DD MMM YYYY (This will always be from the Wing Commander)*Reply to finding (CLOSED) *(Include OPR and add all OCRs if applicable)*

OR

Reply to finding (OPEN – ECD: DD MMM YY) *(Include OPR and add all OCRs if applicable)*

HQ PACAF/IG, *(date) DD MMM YYYY*(HQ PACAF will indicate concurrence/non-concurrence to finding reply)

Progress Report for (X000)

374 AW/CC, *(date) DD MMM YYYY (This will always be from the Wing Commander)*(If a finding cannot be "CLOSED" prior to the ECD, 374 AW/IGI will notify the OPR for an update and forward an update on status to HQ PACAF)

HQ PACAF/IG, *(date) DD MMM YYYY*(HQ PACAF will indicate concurrence/non-concurrence to Progress Report)

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